



Basic Guidelines for Regional Workforce Investment Planning

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Basic Guidelines for Regional Workforce Investment Planning

Introduction

The concept of incorporating regional planning into the process of workforce development planning is generally misunderstood and foreign to many practitioners of the previous environment that was the Job Training Partnership Act. Workforce development plans continue to be largely perceived as how to influence the world of programs and their impact on a service area. The traditional or typical perspective, understandably is, "I can only exert influence and affect control over the job training programs as they are used in my area." "Why would I want to invite others to have their say in that process?"

The rationale to argue this traditional perspective and aim toward higher thinking is as simple as the phrase commonly found on a bumper sticker that prompts one to: "Think globally, act locally." Which in practice means that we can be more effective if we consider the factors of influence and action that are nearby, part of the greater geography. Another useful analogy is that of a labor market. Everyone knows that a labor market functions without regard to a regional or county political boundary. There are often greater labor market needs, broader than many single Workforce Investment Areas, that may have solutions in the consideration of regional stakeholders and their plans to meet them. Until we engage these stakeholders in a discussion, we cannot be sure.

As Missouri's Workforce Investment Boards continue to modify their local Workforce Investment Plans, it is important to consider the strategy of regional workforce investment planning and to supplant the strategies of workforce development for some particular regions with workforce "investment" in an alternative geographic area.

These regional planning guidelines have been prepared to begin the process of informing local Boards about several critical elements of a regional planning process. These critical elements include:

- ◆ An explanation of regional planning and the particular implications of a regional workforce investment planning strategy;
- ◆ Expounding on the vision and concept of regional workforce planning;
- ◆ Explaining what is contained in the Workforce Investment Act on this topic;
- ◆ Explaining what is obvious and clarifying what is implied in Missouri's Regional Workforce Planning policy, who is involved and why; and
- ◆ Practical suggestions on how the regional workforce planning process might be implemented.

It is also important to mention, as a means of introducing these guidelines, that the implementation of actions and compliance with State regional planning policy can be achieved using two distinct approaches. Under the first, the minimum number or the marginal actions can be taken to meet the minimum requirements and attain full compliance with a minimal amount of effort and time expended. The policy was inherently designed to be brief and simple, providing local flexibility regarding how compliance is achieved. While this approach can be time-effective and acceptable, ultimately, the objective of these guidelines is to ardently move Missouri's workforce development system and its stakeholders toward a second approach in the direction of achieving exemplary collaboration and performance. These guidelines offer clarification and some suggestions about both approaches.

The Regional Planning Vision and Concept

Regional Workforce Planning is comprehensive community collaboration among providers of funding and services for workforce investment and funding and services of economic development. This is a visionary concept in which "community" is recognized as a regionally integral labor market where the activities of workforce investment and economic development are mutually supportive; and "collaboration" stems from communication.

What is Regional Planning?

Regional planning is an academic political science requiring the integration and borrowing of academic expertise from the fields of sociology, economics and geography. It is a legitimate field of study, with degrees at the baccalaureate and master's level awarded at many major colleges and universities. Although the first regional planning commission was established in 1913, regional planning actually emerged later over time, primarily from two federal laws. One, the Standard City Planning Act in 1928 and the Intergovernmental Cooperation legislation from 1968, both of which lead to establishing a legal governmental basis for regional planning commissions.¹ This is to verify what regional planning is not. It is not a "scheme" or strategy created solely by bureaucratic administrators for management purposes. It also is not the sole domain of regional planning commissions. Rather, these commissions are organizations in which the practice of regional planning is not something they have sole possession of.

What is Regional Workforce Planning?

The application of regional planning to workforce planning involves a simple concept, albeit involving many complex processes, of considering labor market impacts beyond one's own workforce investment region. The nature of a workforce investment region, composed of a contiguous geographic area containing individual county governmental boundaries, is one familiar to workforce development practitioners; dating back to the Manpower Development Act, through the Comprehensive Employment and Training Act (CETA), JTPA, and now, the Workforce Investment Act. So the workforce areas are, by definition, regions containing one or more labor market areas.

Is the labor market static, unchanging? No, it changes over time and areas that are established historically cannot ignore that over time labor market impacts both within their geography and in adjoining areas develop changing needs even when political boundaries remain the same.

Regional workforce planning, then, in the context of planning and creating workforce investment plans, just as practitioners have done for many years, is performing the same tasks usually done for the workforce investment plan, using an alternative geographic boundary. Broadening the "horizon" of thinking, so to speak, of neighboring labor market areas that are known to impact our own individual area.

¹ The American Planning Association, in Cooperation with the International City Management Association, The Practice of State and Regional Planning (Chicago: 1986), pp. 45-47.

Practical Application of the Vision

In practice, to achieve the comprehensive collaboration envisioned by the Workforce Investment Act, the planning process has to begin by establishing a new type of forum for a broader range of stakeholders. While traditional workforce planning practices have ranged over time from cooperation, to coordination, regional planning would require achieving a higher level of collaboration. To do that, a forum must be designed to invite the appropriate entities, facilitate a discussion of the critical workforce issues affecting the region that are within the realm of control or are impacted by these entities, and to achieve consensus on strategies to jointly address them.

This is the practical application of strategic planning on a regional scale. Convening a meeting of the appropriate regional "stakeholders" is the first step and serves as a leadership event to explain the purpose, lay out the benefits and hear feedback on processes proposed to be used to sustain the effort. Completing a community audit, on a regional basis, establishes a common set of data and labor market information from which to continue the discussion of workforce needs and solutions. Finally, developing consensus about ongoing communication and sharing of information, and "sticking with" that plan, demonstrates accountability and a willingness to network with these stakeholders.

There are many excellent publications available about how these steps may be carried out, and clear guidance from the experience of others who have taken them. One important resource is from the National Association of Workforce Boards, titled, *Developing a Community Vision: A Case Study of the Charlotte-Mecklenburg Workforce Investment Board and its Five Year Strategic Plan*. Although this document specifically addresses the development of a five-year strategic plan for that particular Workforce Investment Board, the same steps would be involved for regional workforce planning, using stakeholders from the region wishing to pursue them. Another practical resource is the National Leadership Institute for Workforce Excellence in a publication titled, *A Guide for Advancing Leadership Strategies: An Approach for Building the Leadership Capacity of State and Local Workforce Boards*. These publications are listed in the Additional Resources section of this document.

Frequently Asked Questions

- ◆ **What is in the Workforce Investment Act on Regional Planning?**

Federal legislation cites only state authority, not guidance about implementation.

Section 116(c)(1) of the Act says:

".... A state may require **regional planning** by local (workforce investment) boards for a designated region in the state. The state may requirea **regional planning process** that results in the establishment of regional performance measures for workforce investment activities.... The State may award **regional incentive grants** to the designated regions that meet or exceed the regional performance measures."

The federal intent for regional planning, as reported from those that were involved in the passage of the law in 1998, was that there is maximum flexibility for local discretion in the lack of specific guidelines about how one would go about regional planning. The full text of citation from the law is shown in Attachment 1.

◆ **What is Missouri's Regional Planning Policy?**

To conduct regional planning, each Workforce Investment Area (designated as a regional planning area) must create a workforce investment plan that provides the following broad responses:

- 1) Identification of other workforce related planning agencies within the area;
- 2) Identify how the Workforce Investment Act (WIA), as it is planned and implemented by each area, responds to the needs identified by these workforce related agencies; and
- 3) Identify how responding to the needs of other workforce related agencies will be used to achieve WIA outcomes of the workforce investment area."

The complete text of the Missouri Training and Employment Council's (MTEC) Regional Planning Resolution and Policy is shown in Attachment 2.

◆ **What is Meant by the Policy?**

Economic development officials lament that in their current state of affairs, it is the presence of a workforce, with either a willingness to be trained or having a basic occupational skill set, that sells the economic expansion and development of an area. All of the best physical site features and infrastructure are meaningless to economic expansion, without an available, capable, workforce.

Workforce investment and development is dependent upon the clearly defined needs of the economy and industrial base of the area. If education and training can be aimed directly at the occupational needs of industry, the match between occupational demand and supply is met with a much shorter cycle time and appropriate labor supply is available for future economic expansion needs.

When these two activities of economic development and workforce development are viewed as mutually supportive, and case examples of communities do exist where they have been, then labor supply more closely approximates labor demand, and an expanding labor force accommodates an expanding and diversified economy. In short, you cannot have workforce investment planning and implementation without marrying it to the needs of economic development. Likewise, you cannot have economic development planning and implementation without consideration of the same for workforce development and strategies for meeting labor market needs.

◆ **What are the Minimal Policy Requirements?**

There are two approaches to meeting the policy requirements. One is to take a literal and minimal approach. This would document in writing only the planned strategies of other workforce related agencies in the regional area and your workforce responses to those strategies. How would you do that investing a minimal amount of time and effort? It is reasonable that planners would follow these basic steps:

- 1) **Develop a "laundry-list" of workforce development related agencies in your region.**
An example of such a list is shown by agency type in Attachment 3.
- 2) **Develop a contact list of telephone numbers (e-mail addresses if possible) of all these agencies.**

3) Make contact with these agencies to exchange and review plans.

This is a golden opportunity for a public relations and information "nugget." It is a small one, but if you are contacting an entity that you have previously not had an in-depth working relationship with; sell them what your workforce agency can offer. They might bring customers to your benefit.

4) Review and study the plans of all these other agencies.

Do they have common problem causes, common affects due to the problems, most importantly, are there common solutions? Are there unmet labor market needs that could be met by a previously unknown source? Are there needs identified in these plans that have previously never been reviewed, but, in fact, could be met by the Workforce Investment Act or partner agencies?

5) Include the results of what you have learned in your Workforce Investment Plan.

6) Exchange plans again with area workforce-related agencies, using strategies you have incorporated to address the needs of others while also addressing those of your own.

These are the minimum number and type of basic steps involved in meeting State policy. Obviously, as they are carried out, learning may occur and introduce the need for additional steps. The unknown factors of this learning are what were envisioned by the provision for regional planning. Planners may find that some of these workforce related agencies do not have written planning strategies. Other agencies may be uninvolved and uncooperative in exchanging their plans. Yet others, may participate and ultimately disagree with workforce strategies designed to address their planned needs. Whatever the outcome of the process of making these contacts, the policy and process described to comply with it establishes a "documentable" one to prove that attempts at engaging regional stakeholders in an exchange of strategies has been made.

◆ **What would Represent an Exemplary Approach to Regional Planning?**

Two areas in Missouri have moved forward, boldly experimenting with the challenge to achieve collaboration among a wide array of stakeholders in regional planning. These are the Workforce Investment Areas in the St. Louis Metropolitan Regional Planning Area and the Ozark Regional Partnership in the Springfield area.

The St. Louis Metropolitan Regional Planning Area

In the St. Louis Metropolitan Regional Planning Area, a Regional Workforce Development Policy Group successfully formulated mission and workforce development strategy goals in March 2000. The group is formed of 38 members representing business, labor, education, and government stakeholders in St. Louis City and the Missouri Counties of St. Louis, St. Charles, Warren, Lincoln, Jefferson and Franklin. Their efforts go beyond the state boundary, extending into the Illinois Counties of St. Clair, Monroe, and Madison. Using a committee structure and a dedicated amount of time and effort, the group has developed seven major strategy goals around a common outcome. "To share a coherent workforce development strategy so the St. Louis region will be better positioned to act as a unified labor market in economic development - to attract and regain both firms and talented young people to work in them." Although the group's work has only begun, they have recently agreed to pursue the top three major workforce issues for the region. 1) How to improve the confidence in, and how to increase the usage by employers of, the State workforce development system; 2) Creating new strategies for teachers, parents and educators to

enlighten them on the new economic opportunities for youth that do not necessarily require a college degree; and 3) Developing and implementing a system to measure workforce demand and the outcomes of their planning efforts. The group's regional planning mission and goals statement is shown in Attachment 4.

The Ozarks Regional Economic Partnership

A second exemplary approach for regional planning is ongoing in the Springfield region under a collaboration between the Workforce Development Council of the Springfield Area Chamber of Commerce and the Ozarks Regional Economic Partnership. The Partnership is composed of representatives from 10 counties, 20 communities and 16 area chambers of commerce. Clearly a broadening of the traditional planning geography, just as has been done in the St. Louis region. The Partnership is based on the simple concept that there are common interests, mutual benefit and yet individual community identities and needs that can only be met fully in regional collaboration on workforce development issues. The Partnership completed a Workforce summit in March 2001 and is moving forward with developing and prioritizing regional workforce strategy needs. The partnership agreement used for this effort is shown as an example in Attachment 5.

◆ Which Workforce Investment Areas are Required to Perform Regional Planning?

The regional planning policy was enacted with specific regions identified. Because these guidelines are for a general audience of all Workforce Investment Act practitioners, it is important to reiterate these areas and be very clear. These areas are:

1) The St. Louis Metropolitan Regional Planning Area

Composed of the following Workforce Investment Areas:

- ◆ St. Louis City
- ◆ St. Louis County
- ◆ St. Charles County
- ◆ Jefferson-Franklin County Consortium

and the following adjoining counties:

In Missouri-Lincoln and Warren

In Illinois-Madison, Monroe and St. Clair

2) The Kansas City Metropolitan Regional Planning Area

Composed of the following Workforce Investment Areas:

- ◆ Kansas City and Vicinity
- ◆ East Jackson County

and adjoining Clinton County

3) The Southeast Regional Planning Area:

Composed of the Southeast Workforce Investment Area

and adjoining Washington County

(Note: see the map in Attachment 6 and the policy in Attachment 2 for describing each county involved).

◆ **When is Regional Planning Required to be Demonstrated by the Policy?**

These above-mentioned areas are designated in State (MTEC) policy as being required to include regional planning recommendations in their five-year Workforce Investment Plans. They have done that with minimal requirements being approved in July 2000. This was the beginning of year one of the five-year plan (July 1, 2000 to June 30, 2001).

The policy makes a distinction among the above regions regarding exactly when regional performance measures will be required; requiring them to be a part of the Workforce Investment Plans for St. Louis and Kansas City in year two (July 1, 2001 - June 30, 2002) but regional planning "documentation" is not required to be part of the Southeast Regional plan until year three (July 1, 2002). The policy clearly states that, "In year one, regional performance measures will not be required in order to develop complete and accurate data indicators." In this context, "data indicators" is a generalized term that is meant to apply to whatever data that may be generated for the regional planning area to assess its performance, whether these be the required reporting indicators (the seventeen WIA performance indicators) or alternative measures. This would be the case also, whether they are generated by the State or self-generated by region staff. However, regarding year two of the five-year time frame (July 1, 2001 through June 30, 2002) the policy states that, ".... Regional performance measures for these (St. Louis and Kansas City) regions will be required. The policy also clarifies that such performance measures are required for year two, and thereafter (in all other ensuing years of the five-year planning period) for the St. Louis and Kansas City regional areas.

Finally, regarding all Workforce Investment Areas other than the above, the policy states that, "All other Workforce Investment Boards in all other Workforce Investment Areas are "encouraged" to conduct regional planning for their five-year planning period." That encouragement is currently provided in the policy without further specification of when regional planning must occur for these areas.

The time frame requirements, can be confusing when read in specific detail, however, the strategy behind them is simple. These can be restated graphically below:

St. Louis and Kansas City Metropolitan Regions:

- | | |
|---|---------------|
| ◆ Minimal regional planning met last July and now | May 2001 |
| ◆ Conclude Year One without performance measures | June 30, 2001 |
| ◆ Conclude Year Two with performance measures | June 30, 2002 |

Southeast Region Planning Area:

- | | |
|---|--------------|
| ◆ Minimal regional planning met last July and now | May 2001 |
| ◆ Begin regional planning | July 1, 2000 |
| ◆ Document regional planning | July 1, 2002 |

All Other Workforce Investment Areas:

- | | |
|---|--------------|
| ◆ Encouraged to conduct regional planning: | July 1, 2000 |
| ◆ No specific requirement or deadline to incorporate performance measures | |

Clearly the policy is remiss in no clarification on two important matters. One, although it is not clear that the Southeast Region must develop performance measures, it is reasonable to assume that the required "documentation" of regional planning would include the presentation of performance measures. The second is that there is no accountability for areas not specifically designated. The policy purposely was vague in both of these areas, taking these initial steps only, with the expectation that learning and growth in understanding will occur over the time following policy adoption. To the critic of system governance, this is too often cited as a lack of understanding. In reality, it is wise and cautious implementation, with the expectation that important learning, unknown at the time of policy adoption, is not only anticipated but also welcomed as part of the process of policy clarification, modification and improvement over time.

Regional Planning Outside of State Policy

It is important to emphasize that any Workforce Investment Area in consortium with another is also encouraged to conduct regional planning outside of the State policy; even if not specifically identified as required to do so. In this circumstance, the lack of a policy should not be construed as a hindrance to broad collaboration and local innovation about how to proceed.

Local staff and officials are in a position to be familiar with labor market relationships between communities outside of their respective Workforce Investment Areas. However, because the chosen geographic basis is a key consideration, it is important to mention that there is a wealth of tools available to help make that decision. A vital one is the Target Missouri II initiative of the Missouri Department of Economic Development.

Target Missouri II Analytical Potential

This initiative has taken the application of a variety of data analysis tools to determine which industries should be chosen for "targeting" in a given region. Targeting in this sense serving the purpose of prioritizing those industries that currently have the greatest competitive advantage. They have a greater presence in a region, have potential for the greatest economic impact under expansion, have the highest levels of current employment, and the greatest likelihood of a mis-match between the skills available in the area workforce and those skills needed for a particular industry. All of these factors being directly or indirectly related to the critical need for integrating workforce planning into the consideration of economic development needs for the area.

It is possible to provide one brief example of how this important Target Missouri II research could potentially be used to reconfigure the geographic boundaries used in workforce planning. The study results for the Central Missouri economic development region are shown in Attachment 7.

From the graphic display in Attachment 7, it is very clear that both Randolph County and Montgomery County have great economic development potential. Both of these counties individually each have more targeted industries than say, Howard County, suggesting greater economic development potential. Yet, they are not a part of the Central Workforce Investment Area, rather they are within the Northeast Workforce Investment Area. Bear in mind also that the analysis from this research indicates a high degree of workforce skills mis-match. With both Boone County and Cole County within this region, there is a population base with a wealth of educational opportunities and ease of direct transportation to commute to these areas on U.S. Highway 63 and Interstate 70. All of these factors suggest there is a

great potential for the consideration of how the Central and Northeast Missouri Workforce Boards could jointly plan for the workforce development and mutual benefit of both areas.

Although a more detailed analysis of other labor force information should be done in this economic relationship example, the illustration suggests an opportunity for discussing alternative geographies for workforce development planning. It illustrates a case where even in workforce areas that are not required by State policy to be involved in regional planning, there are economic development and workforce development relationships that disregard the preconceived boundaries established by the current Workforce Investment Areas. Workforce Investment Boards, in this example, and in all other regions, could be engaged in developing strategies for sharing resources and funding for their mutual benefit. Such possibilities as one region training persons for jobs in another region, one region funding training for another, or all types of agreements designed for mutual benefit in workforce preparation should be considered.

Regional Planning Considerations

The roles and responsibilities of Workforce Investment Boards have changed dramatically with the Workforce Investment Act. Clearly the intent of the law is to encourage movement of the prior environment, familiar to practitioners as Private Industry Councils, away from a limited "sphere of influence" to a much broader one. The new spherical environment is one of consistently building and strengthening business relationships with the appropriate partners. Those relationships cannot be built without communication approaches that establish a forum for all stakeholders in the workforce development arena (largely defined by the new law). This means jointly convening meetings that serve to function as strategic regional planning sessions. That takes time and extra effort. While it is a commonly held perception that uncertain outcomes from such an effort renders that investment in time not worth the effort, those who have made that investment have discovered otherwise. In the end, the benefit of the effort is building trust for future collaboration.

Another major consideration that goes "hand-in-hand" with building trust is establishing a common basis. This can be as specific and detailed as conducting a community audit. Community audits are strategic planning efforts that engage local stakeholders in taking a broad look at needs of their regional community in light of the prevalent needs of the local economy. They look at economic trends, gaps in workforce skills, as well as community assets and growth potential. Performing this task in a regional setting is a "skill building" event that helps transition the discussion to the identification of common regional needs and solutions. That task is essential to proceed with regional planning. Additional resources and materials for considering the organization of a community audit are found in the list of resources in this publication.

Finally, building a regional network will be the result of combining the convening of a regional strategic planning event (building trust) and establishing a common basis (some form of regional community audit). The key is communication. After you convene the initial meetings, follow through with information to explain the outcome, update the stakeholders and inform them of the next action to be taken. The three events in total are complex and time consuming but really entail only three elements over time: 1) convene the strategic regional planning event; 2) establish a common basis for continuing the effort; 3) establish methods of communication to sustain the planning network. In the age of possibilities for immediate communication through the Internet using e-mail and the possibility of creating an Internet (or Intranet) web site, such a network is not only possible, but has been used for similar efforts in the private sector for over a decade. It is worth consideration also for the continuous enhancement of public workforce development services on a regional basis.

Technical Assistance

Technical assistance is available by referencing the materials shown in the following Additional Resources section. Also, the Division of Workforce Development (DWD) staff and MTEC staff are available for assistance.

DWD Planning and Research: (573) 751-7897

MTEC: (573) 526-8229

Additional Resources

Publications

A Guide for Advancing Leadership Strategies: A Regional Approach for Building the Leadership Capacity of State and Local Workforce Boards. National Institute for Workforce Excellence, January 2001.

Developing a Community Vision: A Case Study of the Charlotte-Mecklenburg Workforce Board and its Five-Year Strategic Plan, Workforce Board Development Series, October 2000, The National Association of Workforce Boards, Washington D.C.

Establishing a Partnership and a Local Partners Table: A Framework for Integrated Service Delivery Partners for Workforce Development. The New York Association of Training and Employment Professionals, New York Regional Office, U.S. Department of Labor, Lori Strumpf Associates, February 2001.

Target Missouri II: A Regional Approach to Economic Development. Research and Planning Group of the Missouri Department of Economic Development.

The Practice of State and Regional Planning. The American Planning Association, in collaboration with the International City Management Association. Chicago, 1986.

Internet Resources

www.usworkforce.org	U.S. Department of Labor, Employment & Training Administration
www.WIBleadership.com	National Leadership Institute for Workforce Excellence
www.workforceatm.org	National Association of State Workforce Agencies
www.naswa.org	National Association of State Workforce Agencies
www.nawb.org	National Association of Workforce Boards
www.ecodev.state.mo.us/wfd	Missouri Department of Economic Development, Division of Workforce Development
www.workforce-excellence.net	Workforce Excellence Network

Workforce Investment Act Regional Planning Citation

Section 116(c)(1) of the Workforce Investment Act states the following:

REGIONAL PLANNING AND COOPERATION-

- (1) ***PLANNING***- *As part of the process for developing the State plan, a State may require regional planning by local boards for a designated region in the State. The State may require the local boards for a designated region to participate in a regional planning process that results in the establishment of regional performance measures for workforce investment activities authorized under this subtitle. The State may award regional incentive grants to the designated regions that meet or exceed the regional performance measures.*
- (2) ***INFORMATION SHARING***- *The State may require the local boards for a designated region to share, in feasible cases, employment statistics, information about employment opportunities and trends and other types of information that would assist in improving the performance of all local areas in the designated region on local performance measures.*
- (3) ***COORDINATION OF SERVICES***- *The State may require the local boards for a designated region to coordinate the provision of workforce investment activities authorized under this subtitle, including the provision of transportation and other supportive services, so that services provided through the activities may be provided across the boundaries of local areas within the designated region.*
- (4) ***INTERSTATE REGIONS***- *Two or more States that contain an interstate region that is a labor market area, economic development region, or other appropriate contiguous subarea of the States may designate the area as a designated region for purposes of this subsection, and jointly exercise the State functions described in paragraphs (1) through (3).*
- (5) ***DEFINITIONS***- *In this subsection:*
 - (A) ***DESIGNATED REGION***- *The term 'designated region' means a combination of local areas that are partly or completely in a single labor market area, economic development region, or other appropriate contiguous subarea of a State, that is designated by the State, except as provided in paragraph (4).*
 - (B) ***LOCAL BOARD FOR A DESIGNATED REGION***- *The term 'local board for a designated region' means a local board for a local area in a designated region.*

Missouri Training and Employment Council (MTEC) Regional Planning Resolution and Policy

October 13, 1999 Revisions

MTEC Resolution

It is the responsibility of the Missouri Training and Employment Council to advise the governor on state employment and training policy and that any policy or guideline may, over time, require modification to remain effective and in compliance with the Workforce Investment Act.

- 1) Be it hereby resolved that the Missouri Training and Employment Council recognizes that compliance pertaining to the implementation of the Workforce Investment Act is the responsibility of the Division of Workforce Development. The Division of Workforce Development staff will work in collaboration with the partner agencies identified in said law to resolve technical issues and develop practical procedures for compliance in its implementation. As this work moves forward, there may arise new policy issues or policy needs identified as the result of procedural implementation that are appropriate for the Council to study, review, and deliberate for the purpose of resolving by developing new advisory recommendations to the Governor.
- 2) Be it hereby resolved by the Missouri Training and Employment Council that the Chief Local Elected Official in each Workforce Investment Area is authorized to begin the appointment of members to the local Workforce Investment Board. These members shall be certified by July 1, 2000 and are to be re-certified in July 2002 using a re-certification process in accordance with the law. The re-certification process will include, among other things, an examination of the extent to which Workforce Investment Board members represent the racial, ethnic and cultural diversity of the labor markets in the Workforce Investment Area.
- 3) Be it hereby resolved by the Missouri Training and Employment Council that local Workforce Investment Boards are authorized to begin the local workforce development planning process. The planning process will conclude with the development of a Workforce Investment Plan for each Workforce Investment Area and its submittal to the Division of Workforce Development, in accordance with the Workforce Investment Act. **Local plan development must include a regional planning process. Regional planning means the following actions, at a minimum:** **1) identification of the other workforce related planning agencies in the Workforce Investment Area; 2) How the activities planned for the Workforce Investment Area respond to the needs of these other planning agencies; 3) How this response will achieve Workforce Investment Act outcomes.** The following areas for regional planning are established: the City of St. Louis, and Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln as a St. Louis regional labor market; the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte, Cass and Clinton as a Kansas City regional labor market; and the Missouri Counties of the former Service Delivery Area 11 and the County of Washington as a Southeast Missouri regional labor market.
- 4) Be it hereby resolved that local Workforce Investment Boards will represent the diversity of individuals with disabilities as well as the racial, ethnic, and cultural diversity of the labor markets within the Workforce Investment Area.

MTEC Policy

The State encourages the staff of each Workforce Investment Area to include a regional planning component in each Workforce Investment Plan. The Workforce Investment Boards (WIBS) overseeing workforce development activities in the City of St. Louis and the Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln are required to develop a regional plan for the local plans submitted by these areas for the five-year planning period beginning July 1, 2000. The WIBs overseeing workforce development activities in the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte, Cass and Clinton are also required to develop a regional plan for the local plans submitted by these areas for the five-year planning period beginning July 1, 2000. All other WIBS in all other Workforce Investment Areas are encouraged to conduct regional planning for the same five-year planning period.

To conduct regional planning, each Workforce Investment Area must include a regional planning component (or chapter) within the plan document that describes how services will be provided to customers in labor markets that may overlap their respective Workforce Investment Areas. Each regional planning component must provide the following information:

- ◆ An identification of other workforce related planning agencies within the Workforce Investment Area. For the purposes of planning guidance, if planning for services in any respective Workforce Investment Area, the following workforce related planning agencies must be considered:
 - 1) community partnerships; 2) regional planning commissions; 3) regional economic development agencies; 4) regional technical education committees; 5) other workforce development related entities planning for services germane to a particular Workforce Investment Area.
- ◆ How the Workforce Investment Act as it is planned and implemented by each respective Workforce Investment Area intends to respond to the planned needs identified by these other workforce related planning agencies.
- ◆ How responding to the planned needs identified by other workforce related planning agencies will be used to achieve Workforce Investment Act outcomes of the respective Workforce Investment Area.
- ◆ Because overlapping labor market areas may exist in every Workforce Investment Area, a regional plan component is recommended for each Workforce Investment Plan that addresses how the planned workforce investment activities in the Workforce Investment area will be integrated with those of any contiguous Workforce Investment Area.
- ◆ Information as required in Section 116(c)(2) of the Workforce Investment Act regarding information sharing, including: employment statistics, employment opportunities and trends, and other information that would assist in improving the performance of the region and its individual workforce investment areas.

Workforce Investment Planning Regions

The State recognizes that some planning will need to encompass the needs of the local area and there are unique labor market areas in the metropolitan St. Louis, Kansas City and Southeast Missouri regions. The Workforce Investment Boards (WIBs) for the counties identified below will conduct regional planning as follows:

- ◆ The WIBs overseeing workforce development activities in the City of St. Louis and the Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln are required to conduct regional planning with the WIBs overseeing workforce development activities in the State of Illinois Counties of Madison, Monroe and St. Clair.
- ◆ The WIBs overseeing workforce development activities in the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte and Cass Counties are required to conduct regional planning with the WIB overseeing workforce development activities in the Missouri County of Clinton.
- ◆ A single regional workforce development plan pertaining to each of the regions described above will be submitted to the state for review and approval by the Missouri Training and Employment Council. (For the purposes of implementing regional planning, this single regional plan requirement is met if the individual plan components (or chapters) in each separate plan describe the same regional needs, strategies and programs to meet those needs, and articulate similar regional outcome objectives.) In year one (July 1, 2000 through June 30, 2001) regional performance measures will not be required in order to develop complete and accurate data indicators. In year two - July 1, 2001 through June 30, 2002 - and thereafter, regional performance measures for these regions will be required.
- ◆ The WIB overseeing workforce development activities in the Missouri Counties of St. Francois, Ste. Genevieve, Perry, Iron, Madison, Bollinger, Cape Girardeau, Stoddard, Scott, Dunklin, New Madrid, Mississippi, and Pemiscot should begin regional planning with the WIB overseeing workforce development activities in the Missouri County of Washington for the local plan submitted July 1, 2000. Documentation of such regional planning will be a part of the workforce development plan that is developed for submittal by this region July 1, 2002.

Diversity in the Workforce Investment Area

Local Workforce Investment plans will also reflect the racial, ethnic and cultural diversity and representation of individuals with disabilities within the population of each area to the fullest extent possible in the identification of the needs within each labor market. The following items are to be included in the workforce investment plan.

- ◆ To reflect a policy of diversity, the identification of the significant racial, ethnic and cultural groups and individuals with disabilities within the Workforce Investment area.
- ◆ Which organizations representing any such racial, ethnic and cultural groups and individuals with disabilities that were consulted in the development of the Workforce Investment plan.
- ◆ How the activities and strategies proposed for the Workforce Investment area will address the workforce development needs of any such racial, ethnic and cultural groups and individuals with disabilities.

Examples of Typical Regional Planning Stakeholders

Chief Local Elected Official

Economic Developers

Economic Development Authorities

Chambers of Commerce

Community Careers Programs

Community Action Agencies

Small Business Development Centers (SBDC)

(affiliated with the U.S. Small Business Administration)

Missouri Employer Committees

(Chair)

Workforce Investment Board

(chair and staff)

Workforce Investment Area Coordinators

Regional Planning Commissions

Economic Development Agencies

(Department of Economic Development staff)

Economic Development Agencies - Private

The Missouri Rural Opportunities Council (MoROC)

Community Development Specialists

(affiliated with the Department of Social Services)

Community Development Corporation Programs

(affiliated with the University of Missouri Extension)

Regional Technical Education Committees

(affiliated with the Missouri Department of Education)

St. Louis Regional Workforce Development Plan

Mission and Goals

Mission

Our mission is to build a strategy for the efficient and effective use of public and private investment in a coordinated system that develops and continuously improves the region's human capital. This system will enhance the skills of our current workforce, fulfill the requirements of existing firms, improve their productivity, and anticipate and respond to the changing demands of our dynamic regional economy.

Outcome

Sharing a coherent workforce development strategy, the bi-state St. Louis area will be better positioned to act as a unified labor market in economic development - to attract and retain both firms and talented young people to work in them. The ultimate outcome will be a healthy growing region, a strong position in the global marketplace, and an improved return on the investment of public and private resources.

Workforce Development Strategy Goals

The regional strategy will bring existing systems together to develop measurable objectives and:

- ◆ Identify and continuously monitor the skills, aptitudes, and attitudes needed in the labor force and work with early childhood, elementary, and secondary education systems to ensure inclusion in curriculum development at all grade levels.
- ◆ Develop and nurture linkages between businesses and the region's vocational - technical and higher education systems, enabling these systems to be more market-driven and responsive to the needs of new economy workers and firms.*
- ◆ Encourage businesses to be more involved in and to utilize the existing workforce training system, and improve the capacity of this system to raise the skills of entry- and mid-level workers, help them retain employment, and transition to higher-paying jobs.*
- ◆ Create a research and development presence using the region's university systems to attract and retain intellectual talent and promote sharing of new ideas and technologies.
- ◆ Develop and market a regional workforce intelligence system to accurately track, monitor, and address the workforce demand necessary for the growth and retention of business and employees, by connecting and enhancing existing information resources.*
- ◆ Link the planning and decision-making processes for workforce development and other work related systems, such as transportation and childcare, so that investments in each can be coordinated and better aligned with regional economic goals.
- ◆ Identify and communicate information about existing and potential private and public sector resources that can enhance the competitiveness of the regional workforce.

* indicates first year priorities

The Ozarks Regional Economic Partnership Agreement

WE, THE UNDERSIGNED, HEREBY DECLARE OURSELVES MEMBERS OF THE OZARKS REGIONAL ECONOMIC PARTNERSHIP. OUR PARTNERSHIP IS COMMITTED TO REGIONAL ECONOMIC DEVELOPMENT, BELIEVING IT TO BE CRITICAL TO THE LONG TERM ECONOMIC AND SOCIAL WELL BEING OF THE OZARKS. IN EXECUTING THIS DOCUMENT, WE FORMALLY AGREE TO PURSUE THE STRATEGIC GOALS SPECIFIED HEREIN.

OUR PARTNERSHIP IS GROUNDED IN A SET OF COMMON BELIEFS.

- ◆ WE BELIEVE THAT COMMON INTERESTS EXIST AMONG THE CITIES AND COUNTIES OF THE OZARKS REGION.
- ◆ WE BELIEVE THAT MUTUAL BENEFIT CAN BE DERIVED FROM SHARING RESOURCES, DEVELOPING OPPORTUNITIES TOGETHER, AND INVOKING A SPIRIT OF COOPERATION.
- ◆ WE BELIEVE THAT THE PRESERVATION OF INDIVIDUAL COMMUNITY IDENTITIES STRENGTHENS THE REGION.
- ◆ WE BELIEVE IN FOSTERING CONTINUED REGIONAL ECONOMIC DEVELOPMENT.
- ◆ WE BELIEVE IN ACCELERATING HUMAN DEVELOPMENT OPPORTUNITIES IN TERMS OF LEADERSHIP SKILLS, JOB TRAINING AND EDUCATION AS A REGION.
- ◆ WE BELIEVE THAT OUR REGION HAS A UNIQUE DEPENDENCE ON WATER QUALITY AND AVAILABILITY FOR CONTINUED ECONOMIC AND HUMAN DEVELOPMENT.
- ◆ WE BELIEVE THAT INFRASTRUCTURE NEEDS SHOULD BE VIEWED AND ADDRESSED FROM A REGIONAL AND LONG TERM PERSPECTIVE.
- ◆ WE BELIEVE IN IMPROVED COMMUNICATION AS A CATALYST FOR REGIONAL COOPERATION AND TRUST.

BASED ON THESE SHARED BELIEFS, WE COMMIT TO DEVELOPING ACTION PLANS IN SUPPORT OF THE FOLLOWING STRATEGIC GOALS.

- ◆ EDUCATE AND INFORM CITIZENRY AS TO THE BENEFITS OF MAINTAINING A REGIONAL FOCUS.
- ◆ PROTECT AND REINFORCE INDIVIDUAL COMMUNITY IDENTITIES THROUGH REGIONAL COOPERATION.
- ◆ IDENTIFY AND UTILIZE REGIONAL ASSETS TO PROMOTE REGIONAL ECONOMIC DEVELOPMENT.
- ◆ DEVELOP AND SUSTAIN REGIONAL LEADERSHIP.
- ◆ PRESERVE AND ENHANCE THE QUALITY OF LIFE IN THE OZARKS.

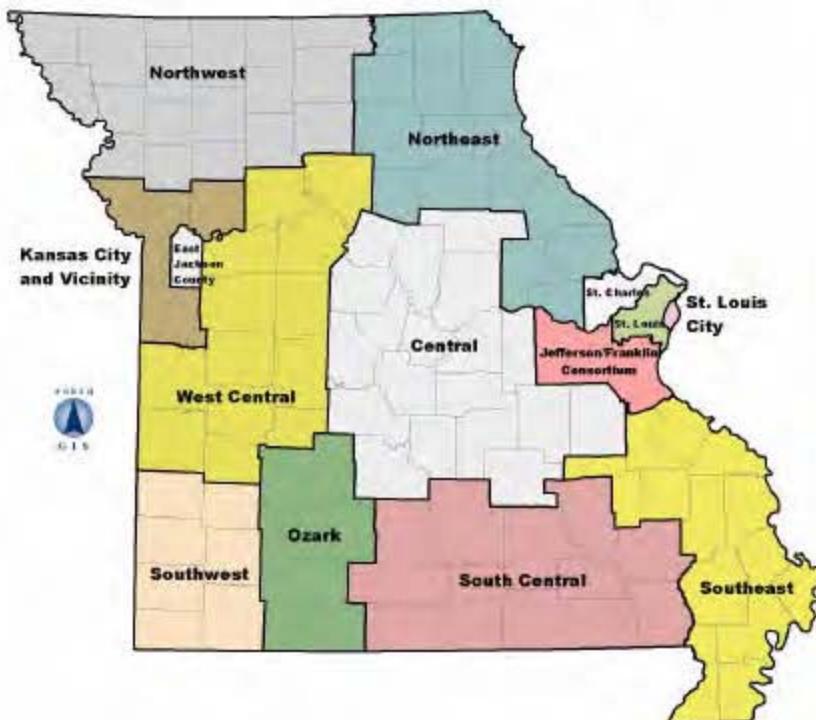
IN ORDER TO ATTAIN CONSENSUS ON SPECIFIC ACTION PLANS, WE PLEDGE TO MEET QUARTERLY AND REPORT PROGRESS ANNUALLY TO OUR RESPECTIVE CONSTITUENCIES FOR A MINIMUM PERIOD OF FIVE YEARS.

MEMBER

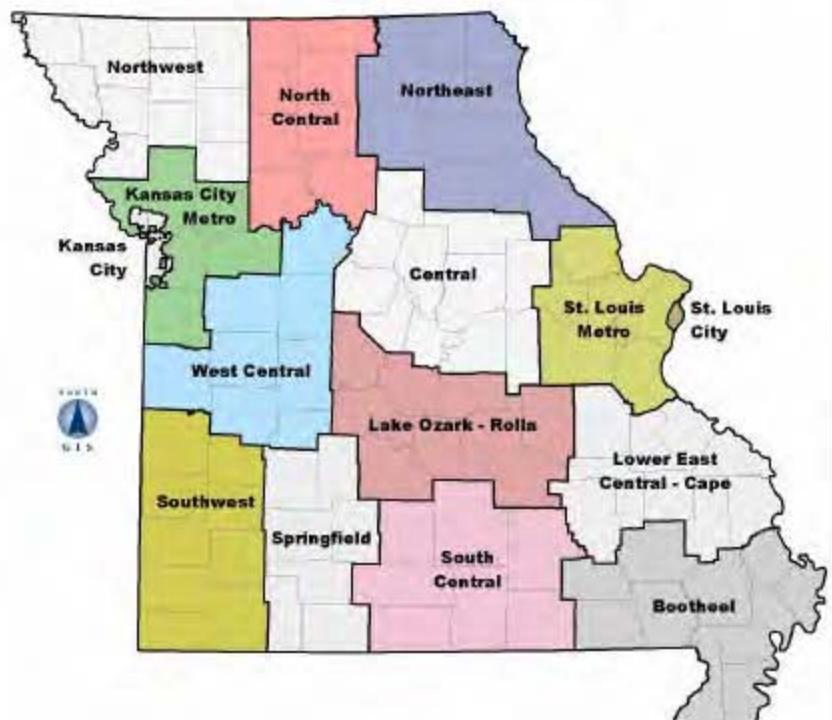
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Attachment 6
Planning Regions

Workforce Investment Areas



Economic Development Regions



Central Missouri Target Industries

